



THE WILLIAMS' 20 *New Ways to Think – New Ways to Build* *IAP Homework*

5. MOVE to a “TRUE” Design-Build deliver method for our NEC’s by providing the Design-Build team a standard design that equals approved construction documents.

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ISSUE: Federal Regulations and DOS criteria impose some restrictions on Design-Build contracting. Despite these limitations, OBO has successfully adopted fast-track design-build delivery. What more can be done to achieve full benefit from the D/B method and how can standard designs move closer to final construction documents?



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"TRUE" Design - Build:

VS

OBO Design - Build:

- One & Two Step Solicitation
- Simple Repetitive Scope
- Domestic Setting
- US Codes and Standards
- Schematic Bridging Documents
- Performance Specifications
- Award on Best Value
- Full Notice To Proceed
- Construction Manager Oversight

- Two Step Solicitation
- Specialized Repetitive Scope
- International Setting
- US Codes and Standards
- Standard Embassy Designs
- Prescriptive Specifications
- Award on Low Price
- Limited Notice To Proceed
- USG Manager Oversight



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OBO Design – Build Factors

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|--------------------------------|--|
| •Two Step Solicitation | Clinger-Cohen Act of 1996 added D/B to the FAR. |
| •Specialized, Repetitive Scope | Classified and Unclassified Components. Mixed-Use Tenants |
| •International Setting | Due Diligence Needed for Permitting, Customs, VAT, Security, etc. |
| •US Codes and Standards | Provides Benchmark for Quality and Cost but Not Equivalent to Local Practice |
| •Standard Embassy Designs | Variations in Space Programs and Site Characteristics Lead to Custom Designs |
| •Prescriptive Specifications | Technical and Physical Security Features Must be Certified and Accredited |
| •Award on Low Price | Qualitative Factors are More Difficult to Score and Negotiate in Timely Manner |
| •Limited Notice To Proceed | Design Certification Required Prior to Start of Construction |
| •USG Manager Oversight | Existing OBO Personnel Provide Unique Design and Construction Expertise |



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NEW THINKING:

- Foundation Recommendations are now provided to give the bidders a benchmark on site prep costs
- Use of Test Fits advances the design in terms of functional layout within a fixed building shell.
- Separate D/B Contracts are being awarded for classified vs unclassified work.
- More local materials are being introduced through performance specifications.
- D/B's are encouraged to reuse prior design work to a greater extent.
- Challenging projects (e.g. Juba) are being planned as test cases for "true" design-build delivery



The Contractor's Perspective

What more can be done to achieve full benefit from the D/B delivery method and how can standard designs move closer to final construction documents?

To the design-build contractor, and their design partners, "design-build" and "standardization" are two different building methods. Based on the OBO mission to complete these similar function overseas facilities at a fast pace, the selection of this standardization method ("templating") is an understandable choice. Retailers such as Wal-Mart, McDonalds, etc. employ a similar facilities approach and modify construction elements and materials to suit geographic and jurisdictional requirements. USACE has now employed this same concept with parts of their building program that involve repetitive construction (barracks, dining facilities, company operation offices, etc.).



Standardization Pro's and Con's

Pro's:

- Project team familiarity with repeat requirements
- Template application and faster completion of design development/site adaptation
- Facility security requirement continuity
- Embassy resident familiarity with standardized facilities
- "Test Fits" can help each new design progress with industry.

Con's:

- Creativity is stifled due to prescriptive design and OBO preference to not change prior design work.
- Site requirements limited by standardization requirements.
- Missed opportunities on new products and/or equipment.
- Conflicts with local availability / adaptability to prescriptive requirements.



Opportunities For Improvement

- Bid Overview and Evaluation
 - Have pre-bid site visits and regional coordination with D/B firms
 - Avoid same time congestion of bids
 - Avoid BAFO's / More BAFO's
 - Ensure realistic schedule durations as relates to specification requirements
- Need to improve the OBO review and decision making processes to avoid project delays. This applies to contractor letters, RFI's, change orders, REA's, IDR comment resolution etc. D/B firms perceive that OBO needs to expand their labor resources to meet project demands.
- Need to have a program instituted to review and settle changes in a timely manner that can be monitored by champions of OBO and D/B to ensure mutual goals are met.
- Avoid split packages – Whoever left with final stage inherits all problems.
- Improve consistency among projects by OBO design managers, Project Directors, Project Executives and SSMS.



Opportunities To Improve (cont.)

- Need to standardize OBO design preferences and improve consistency among OBO design staff to avoid delay in completing the design process.
- Need to improve the OBO review, timely delivery and tracking of classified IDR comments to avoid delay in completing the design process.
- We need to stay ahead of the curve on security clearances.
- Work can begin prior to a final design certification. Foundations, core and shell, etc. can be started in progression without "final" construction document certification.
- BIM design can be a useful tool for bridging documents and become more detailed trade shop drawings for the project at a later date. A project that has been completely designed in BIM/3D can be a significant resource to the next project as a starting "basis of design" and facilitate the redesign and start-up of the new project.
- Assist D/B company with start-up permitting through international relations established during government approval and land acquisition contracting